

CONFIDENTIAL

The Director of Central Intelligence
Washington, D.C. 20505

National Intelligence Council

May 1984

TO MEMBERS OF THE AG -- ESPECIALLY NEW ONES

Welcome to the AG.

You will find this particular bible a multi-purposed weapon of considerable utility to you. It includes the principal NIC directives, "how-to" guides, and certain basic reference data. This bible also contains a number of the most thoughtful essays of recent years (from various sources, in and out of CIA) on the problems and the art of estimating -- and it is indeed an art, not a science. Some of this book's essays are highly critical of estimates, their content and process. Certain of the cited problems have been somewhat reduced by the forming and performance of the NIC since its birth in late 1979. But most of the problems remain in some form, the most difficult those sophisticated, elusive, psychological problems relating to the estimators themselves, and to their relationships with the policymaking customers we serve.

You will also find -- in this book's essays and in your tour in the NIC and the AG -- that the central remedy for reducing the problem fevers which infest this business is not any gadgetry of computers or organization, but the estimates' drafters themselves: that is, their candlepower, imaginativeness, skill in communicating findings, professional integrity, and courage of convictions. In other words, the central remedy is you.

Thus you are now part of an estimates endeavor you will find highly demanding, intellectually exciting, and of great good service to the republic. Good luck.



Hal Ford
Director, Analytic Group

CONFIDENTIAL